

Agenda Item	8.a
Report No	RES/43/23

The Highland Council

Committee: Corporate Resources

Date: 7 December 2023

Report Title: Depute Chief Executive Directorate Service Plan

Report By: Interim Depute Chief Executive

1. Purpose/Executive Summary

- 1.1 This report introduces the Depute Chief Executive Directorate Service Plan for 2023/24. The format and content of the Plan has been updated following approval of the Corporate Plan 2022-27 by Council on 9th March 2023. This Plan sets out the Service's improvement priorities for the year including how this contributes to delivery of the Corporate Plan.

2. Recommendations

- 2.1 The Committee is invited to comment on and approve the Service Plan for 2023/24.

3. Implications

3.1 Resource

The Service Plan outlines the revenue budget associated with the Service, along with the high-level organisational structure. The Plan highlights how we are achieving Best Value and transforming the Service to achieve efficiency savings. The resources section at page 3 of the Plan provides a high-level summary of the budget for 2023/24. Quarterly budget monitoring reports are provided to Committee. Any material change which affects Service Plan delivery will be reported to the Committee to enable informed decisions on any amendments required.

3.2 Legal

Service Plans set out the planned objectives and measures which together form the framework for annual public performance reporting.

3.3 Community (Equality, Poverty, Rural and Island)

Activities within the Plan are subject to screening for Equality Impact Assessment (EQIA). Screening will take place once the plan is finalised, and the results have been passed to the Council's Equalities Officer as part of the corporate monitoring systems for Equalities Legislation. Screening will also consider any policy, strategy and plans linked to the delivery of the Service Plan and their impact.

3.4 Climate Change / Carbon Clever

The Depute Chief Executive's Office is responsible for ensuring there is a strong corporate focus on delivering as a whole organisation against the Council's ambitious targets. This will require active collaboration across all the Council's Services and prioritisation to accelerate change, capitalising on the ability to make connections across multiple council projects and workstreams. This remit will continue to be driven through the Climate Change Committee.

3.5 Risk

All risks will be identified, managed, and regularly reviewed with progress reported to the relevant Committee.

Service risks are recorded in their risk register, monitored quarterly by the Service Management Team and progress reported to this Committee. Corporate risks are recorded in the Corporate Risk Register which is reviewed at least quarterly by the Executive Leadership Team (ELT). Updates are reported to every Audit Committee meeting.

Some aspects of Service targets in relation to cyber security have been redacted for security purposes. However, Members can be assured that the Service takes this matter very seriously and all actions in relation to this area of work are green.

3.6 Health and Safety (risks arising from changes to plant, equipment, process, or people) – there are no specific health and safety risks directly arising as a consequence of this report.

3.7 Gaelic

Once approved the Service Plan will have headings and sub-headings translated into Gaelic in keeping with Council policy.

4. Background

4.1 This Service Plan relates to the key functions, resources and strategic improvements for the Depute Chief Executive's Service. The Plan is structured around seven key sections:

- 1 Service Vision
- 2 Service Resources
- 3 Service Improvement Priorities: Actions and Measures
- 4 Responding to Strategies Through Actions and Measures
- 5 Service Responsibilities on the Corporate Plan
- 6 Risk Register
- 7 Planned Audits, External and Internal Assessments.

The focus of the Plan is on improving Service performance. A copy is provided at **Appendix 1**.

4.2 The Service Plan is an active document which will be formally reviewed and updated annually. Any review will take account of internal and external influences and actions arising from monitoring activity throughout the year. This will also take account of any future amendments to the Corporate Plan.

- 4.3 Progress against the Service Plan will be monitored on a quarterly basis at which point there will also be an opportunity to provide interim updates to the Plan on an as required basis. This will be reported to Committee as part of an integrated budget monitoring and performance report allowing for ongoing scrutiny of delivery by Members.

Designation: Interim Depute Chief Executive

Date: 24 November 2023

Author: Kate Lackie, Interim Depute Chief Executive
Jon Shepherd, Head of ICT and Digital Transformation
Neil Osborne, Climate Change Manager
Anna Templeton, Corporate Performance Business Partner

Appendices: Appendix 1 – Depute Chief Executive’s Service Plan 2023/24



Depute Chief Executive

Service Plan 2023/24

(Updated November 2023)

Service Vision

- **Value-driven:** The Council's core values will be at the heart of everything we do. As a Service we will provide leadership, and demonstrate what those values mean, acting as an example to others.
 - *Ambitious* – innovative, new opportunities, digital, enabling customer value
 - *Sustainable* – our people and resources are effectively deployed to support continuous improvement, organisational change, and achieve Best Value
 - *Connected* – strategically aligned and value driven, with an inclusive and collaborative approach to change across the Council and with partners - influencing, engaging, listening and responding
- **Strategic Improvement and Organisational Change:** We will play a critical role in embedding a culture of continuous improvement across the Council, collaborating with all services for the successful delivery of benefits from cross organisational redesign and change; providing resource, support, and guidance in respect of programme/project management, change management, process improvement including LEAN, and business analysis.
- **ICT and Digital:** Information and Communications Technology is essential for the delivery of all Council services. We will ensure that the right technology, with the right support, is in place to enable effective service delivery. ICT will be as secure and resilient as possible to provide protection against cyberattack and to enable continuity of service delivery. We will lead on new ways of designing and delivering Digital services. Enabled by technology, Digital Transformation will have a strong focus on the people who receive and deliver services, aiming to increase digital inclusion and provide a range of ways for services to be accessed so that everyone can get the services they need.
- **Climate Change:** To lead the transition to a net zero organisation, ensuring the Council acts as an exemplar to the wider Highland community, basing decisions on reliable data. Delivering an ambitious, transformative Net Zero Strategy and action plan, including a focus on adaptation and community wealth building. Maintaining an ongoing review of current renewable technology, ensuring energy generated in region contributes to local investment, enabling the Highlands to maximise potential investment to improve energy efficiency of properties and support those in extreme fuel poverty.

Kate Lackie
Depute Chief Executive

Service Resources

Budget

Revenue Budget

Function	Budget (2023/24)
ICT & Strategic Improvement	£12.293m
Climate Change	£(0.147m)*
Total Revenue Budget	£12.146m

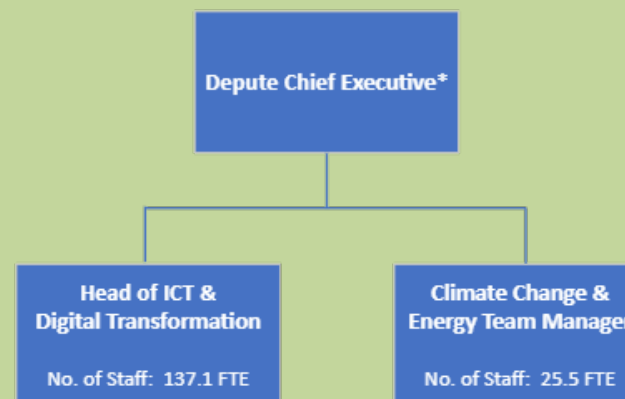
Budget Savings

Budget Saving	Value (2023/24)
Depute Chief Executive	£0.487m

Capital Budget

Function	Budget (2023/24)
ICT & Strategic Improvement	£3.844m
**Climate Change	£0.625m
Total Capital Budget	£4.469m

Staffing



Other Resources

ICT - We operate over 400 networked sites with more than 40,000 devices and 50,000 users. We support Microsoft and Google environments, as well as IP telephony, webcasting and a call centre. There is a "cloud first" strategy with work underway to move all applications and services to resilient cloud hosting. Microsoft 365 is the core end-user platform.

* Climate Change and Energy Revenue Budget – External grant funding combined with income targets are reflected in the Revenue Budget figure shown in brackets.

**Salix is a capital budget – funds set aside for 3rd party match funding, spent on capital to generate energy savings, such as solar PV on buildings.

Service Improvement Priorities: Measures and Actions

Improvement Priority	Measures of Success	Improvement Actions
ICT & Strategic Improvement		
<p>1. Strategic Improvement: Support the delivery of a portfolio of key corporate improvement programmes and projects</p> <p>Corporate Plan Strategic Priority Outcome:</p> <p>A Resilient and Sustainable Council: Work with partners to address service delivery challenges with a positive approach to change</p> <p>2. ICT: Provision of robust, secure and sustainable in-house ICT service. Includes development of new ICT Services team structure with increased capability/capacity and review of</p>	<ul style="list-style-type: none"> • Corporate programmes and projects with evidence of full lifecycle management Target: 100% by March 2024 (NEW) • CP5.04/5.10 Key Improvement and Transformation projects on track to deliver agreed: <ul style="list-style-type: none"> ➢ Timescales ➢ Budget ➢ Scope ➢ Anticipated benefits Target: 80%+ 'on target' every quarter (NEW) • Suite of PIs to measure internal performance: <ul style="list-style-type: none"> ➢ ICT % customers satisfied Target – monthly: Green – over 95% 	<ul style="list-style-type: none"> • Establish full lifecycle management process for the corporate portfolio of programmes and projects Target: March 2024 • Ensure Strategic Improvement Board (formerly Change & Improvement Board) is operating consistently to the terms of reference Target: March 2024 • Implement new team structure and align to corporate priority programmes and projects Target: December 2023 • CP5.04 Delivery of ICT Implementation Plan Target: December 2027

Improvement Priority	Measures of Success	Improvement Actions
<p>overall ICT governance and service delivery across the Council</p> <p>Corporate Plan Strategic Priority Outcome:</p> <p>A Resilient and Sustainable Council: Work with partners to address service delivery challenges with a positive approach to change</p>	<p>Amber – over 90% Red – over 85%</p> <p>➤ ICT Average wait time for Service Desk contacts Target – monthly: Green – 60 seconds or less Amber – 60-90 seconds Red – 90-120 seconds</p> <p>➤ ICT % Service Desk contacts resolved within 24 hours Target – monthly: Green – over 70% Amber – over 60% Red – over 50%</p> <p>➤ Annual ICT User Satisfaction survey Target – annually: Maintain a score of at least 5/7</p> <p>➤ % Windows devices functional and receiving security updates Target – quarterly: 100% by December 2023</p>	<ul style="list-style-type: none"> • Consolidate the in-house ICT Service through driving continuous improvement, measuring performance and benchmarking against peers. Second Annual Society for Innovation, Technology and Modernisation (SOCITM) benchmark Target: November 2023 • Reduce the reliance on the Data Centre to improve resilience, improve service, provide best value and prepare for the end of the Wipro contract Target: April 2027 • Start a rolling refresh programme for Windows devices and software Target: Start by April 2024 • Continue to strengthen cybersecurity protection, including: <ul style="list-style-type: none"> • Set up cyber incident support contract [REDACTED] • Update and test cyber incident response plan [REDACTED] • Implement first phase of ICT Strategy (cloud backup, cloud proxy, data centre resilience) [REDACTED]

Improvement Priority	Measures of Success	Improvement Actions
		<ul style="list-style-type: none"> <li data-bbox="1469 236 2114 384"> <p>• Continue to review value for money of ICT service and change financial model where appropriate Target: Next review December 2023</p> <li data-bbox="1469 411 2114 517"> <p>• Implement printer rationalisation and introduce cloud printing Target: February 2024</p> <li data-bbox="1469 544 2114 649"> <p>• Roll out new corporate telephony to support new ways of working Target: August 2024</p> <li data-bbox="1469 676 2114 782"> <p>• Implement new network model to support move to SWAN2 Target: July 2024</p> <li data-bbox="1469 809 2114 1038"> <p>• Further develop partnership working and engagement with NHS(H), to jointly agree the ICT requirements that need to be met for integrated care and health provision Target: Ongoing, due to partnership working</p> <li data-bbox="1469 1066 2114 1134"> <p>• Full ICT team recruited Target: March 2024</p>

Improvement Priority	Measures of Success	Improvement Actions
<p>3. Digital: Maximising the use of new processes and technology to allow the Council to work smarter and be agile in an ever-changing world</p> <p>Corporate Plan Strategic Priority Outcome:</p> <p>A Resilient and Sustainable Council: Work with partners to address service delivery challenges with a positive approach to change</p>	<ul style="list-style-type: none"> Carry out biennial Digital Maturity Assessment in conjunction with Local Government Digital Office – currently level 3/5 Target: Aim to reach level 5/5 by 2027 (NEW) 	<ul style="list-style-type: none"> CP5.04 Delivery of Digital Implementation Plan Target: December 2027 Implementation of Digital Foundations to support digital transformation across the council Target: December 2024
Climate Change and Energy		
<p>1. Lead on the development of the overarching Strategy & Action Plan to enable the Council's transition to Net Zero and a climate-ready organisation</p> <p>Corporate Plan Strategic Priority Outcome:</p>	<ul style="list-style-type: none"> Each thematic group delivers fully costed action plan Target: 8 Thematic Action Plans, by March 2024 (NEW) CP4.07/4.09 Reduce Council carbon emissions tonnes CO₂e Target: 3% reduction annually (review as part of Net Zero Action Plan development, 	<ul style="list-style-type: none"> CP4.07 A fully costed Net Zero Action Plan Target: March 2024 Develop an Adaptation Strategy and Action Plan to safeguard the Council against the effects of climate change and to ensure continuity of services Target: March 2024

Improvement Priority	Measures of Success	Improvement Actions
<p>A Sustainable Highland Environment and Global Centre for Renewable Energy: Accelerate our response to the climate and ecological emergency. Make the most of the financial and environmental opportunities arising from the huge renewable energy potential in the Highlands</p>	<p>Climate Change Committee approved annual reduction of 8.5% - Corporate Plan update to be approved)</p> <ul style="list-style-type: none"> • CP4.07/4.09 Reduce energy consumption across Council's estate* Target: TBD – as part of Net Zero Action Plan development • CP4.07 CLIM01 – CO2 emissions area wide per capita* Target: TBD – awaiting data from Scottish Govt. <p>CP4.07 CLIM02 – CO2 emissions area wide: emissions within scope of local authority per capita* Target TBD – awaiting data from Scottish Govt.</p> <p><i>* Under review, subject to change</i></p>	<ul style="list-style-type: none"> • CP4.11 Incorporate Just Transition principles into strategic planning/Net Zero strategy - submit paper to Climate Change Committee Target: May 2023 (Action Complete) • Engage with and support all Council Services to actively contribute to development of the Net Zero Action Plan Target: March 2024 • CP4.03 Progress live sustainability software to allow measuring of engagement / CP4.09 Introduce sustainability software which will provide live data on carbon emissions Target: Implement by June 2023, go live by March 2024 • CP4.10 Projects will be identified and implemented each year which assist in reducing the Council's energy purchased Target: Due to report from Financial Year 2024/25
	<p>Success in this priority will be measured by the completion of Improvement Actions</p>	<p>Embed concept of Circular Economy to support Net Zero ambitions:</p> <ul style="list-style-type: none"> • Establish a working group to consider the Local Authority Circular Economy Framework Target: September 2023 (Action complete)

Improvement Priority	Measures of Success	Improvement Actions
		<ul style="list-style-type: none"> • Develop a vision and strategy to embed circular economy into the Council's operations Target: March 2024 • Each thematic groups to ensure the concept of circular economy is embedded in each Net Zero thematic action plan during development Target: March 2024 • Report to Council regarding review of the Local Authority Circular Economy Framework Target: June 2024
	<ul style="list-style-type: none"> • Executive Leadership Team and Senior Leadership Team complete Carbon Literacy training Target: 100% by March 2025 (NEW) • Existing staff complete carbon literacy training Target: 80% by March 2025 (NEW) • New staff complete carbon literacy training as part of induction Target: 100% ongoing (Training to be 'live' by March 2024 to support these indicators) (NEW) 	<ul style="list-style-type: none"> • Develop Carbon Literacy training to be delivered to the Executive Leadership Team and Senior Leadership Team in first instance, to allow for assessment of training requirements for other staff Target: March 2024 • Review Carbon Literacy training feedback from Leadership teams, training feedback reviews will then be ongoing, when full training delivery starts May 2024 Target: June 2024

Improvement Priority	Measures of Success	Improvement Actions
	<ul style="list-style-type: none"> Detailed carbon plan for each service providing individual service baseline starting position Target: 8 Carbon Plans by March 2024 (NEW) 	<ul style="list-style-type: none"> Support all Council services to adopt carbon budgeting and complete service target setting activity Target: March 2024 Achieve approval of Council Carbon budget and service-level Carbon budget targets Target: March 2024
	<ul style="list-style-type: none"> CP4.07 Number of Highland Council and public Electric Vehicle Charger Sites Target: TBD, linked to findings of the external pathfinder project CP4.02 Number of low carbon travel & transport schemes: <ul style="list-style-type: none"> Prepare paper for Capital Board Programme Target: April 2023 and Applications for funding - Scotzeb, Pathfinder Project, Scottish Govt. Target: May 2023 (extended to Sept 23) <i>Actions completed</i> - Performance Indicator to be developed post-funding applications to report total number of schemes 	<ul style="list-style-type: none"> Long-term investment in Highlands' electric vehicle (EV) infrastructure, using Council access to the Pathfinder project, to develop a commercial offering to take to market – actions required: <ul style="list-style-type: none"> Publish a tender for long term development of EV and award contract to a commercial partner Target: December 2023 Evaluate the market and establish a model for EV charger point investment across the Highlands, to increase EV charger point across the region – this will be determined by winning contractor Target: April 2024 Increase EV charging point usage – monitor usage month by month to establish baseline data to inform future targets

Improvement Priority	Measures of Success	Improvement Actions
	<p>Success in this priority will be measured by the completion of Improvement Actions</p>	<p>Target: Begin project December 2023</p> <ul style="list-style-type: none"> • Deliver Local heat and energy efficiency strategy (LHEES), a place based, locally-led and tailored approach to the heat transition <ul style="list-style-type: none"> ➤ Undertake public consultation on the LHEES Strategy Target: October 2023 (Action complete) ➤ Deliver the LHEES Strategy and Implementation Plan for publication Target: December 2023
<p>2. Renewables: Ensure all energy assets owned and operated by the council are managed to deliver return on investment evidencing value and impact, and energy generated in the region contributes to local investment</p> <p>Corporate Plan Strategic Priority Outcomes:</p> <p>A Sustainable Highland Environment and Global Centre for Renewable Energy: Accelerate our response to the climate and ecological emergency. Make the most of the financial and environmental opportunities</p>	<ul style="list-style-type: none"> • Current installed renewable assets to be inspected in financial year Target: 50% by March 2024 (NEW) 	<ul style="list-style-type: none"> • Solar PV assets on the Council’s non-domestic estate – develop a system to produce clear standardised quarterly performance reports on the condition of assets Target: March 2024 • To monitor completed remedial and maintenance actions required to maintain assets in an operational and compliant condition – report the percentage (%) of systems operational Target: June 2024 • CP4.02 Green Hydrogen: Joint venture opportunities - prepare paper for Economy & Infrastructure Committee



Improvement Priority	Measures of Success	Improvement Actions
<p>arising from the huge renewable energy potential in the Highlands</p> <p>Resilient and Sustainable Communities: Help our communities to be prosperous, sustainable and resilient, making a positive difference to the lives of people</p>		<p>Target: July 2023 (<i>Corporate Plan action, extend target to Q4 2023/24 due to external partnership work</i>)</p> <ul style="list-style-type: none"> Action Plan developed to identify opportunities for deriving income from renewable technologies Target: Ongoing – horizon scan available technology CP4.08 Identify opportunities deriving income from renewable technologies. A study has been commissioned, the findings of which will be used to identify the actions and targets going forward. Target: Ongoing CP4.09 Undertake a detailed options appraisal of all sites to establish options for energy saving intervention and consumption reduction Target: TBD, linked to Asset Rationalisation Project & business case to be developed CP4.10 Solar panel installations performance data will be developed Target: March 2024

Improvement Priority	Measures of Success	Improvement Actions
<p>3. Energy efficiency: Enable the Highlands to maximise potential investment to improve the energy efficiency of properties in the region and increase opportunities available to support Highland residents in extreme fuel poverty</p> <p>Corporate Plan Strategic Priority Outcomes:</p> <p>A Sustainable Highland Environment and Global Centre for Renewable Energy: Accelerate our response to the climate and ecological emergency. Make the most of the financial and environmental opportunities arising from the huge renewable energy potential in the Highlands</p> <p>Accessible and Sustainable Highland Homes: Build houses to support communities and economic growth</p>	<ul style="list-style-type: none"> • CP3.02 Percentage of Energy Efficient Scotland: Area Based Scheme (EES:ABS) grant funding utilised to support eligible homes with energy efficiency measures, including the insulation improvements Target: 80% by March 2024 (annual target) (NEW) 	<ul style="list-style-type: none"> • Develop plan to deliver the Energy Efficient Scotland: Area Based Scheme (EES:ABS) for the Highlands Target: August 2024
	<p>4. Percentage SSE Renewable grant utilised Target: 100% by March 2024 (annual target) (NEW)</p>	<ul style="list-style-type: none"> • To attract additional SSE funding, ensure full delivery, monitoring and reporting of Highland Council allocated funds from the SSE Renewable grant to support Highland residents classed as extreme fuel poor Target: March 2025 <p>(£1m funding over 3 financial years, currently year 2 - £333,000, 2023/24)</p>
	<p>5. Issue Energy Company Obligation (ECO) Flex declarations, a household referral mechanism enabling Councils to widen the eligibility criteria, allowing them to tailor energy efficiency schemes to their respective sector Target: 40 by March 2024 (NEW)</p>	<ul style="list-style-type: none"> • Ensure optimised use of funding available through the ECO flex funding route, by working closely with social housing landlords and internal Housing colleagues • Work with contractors to build ECO projects in the region • Pilot ECO funded project for Council properties

Improvement Priority	Measures of Success	Improvement Actions
		<ul style="list-style-type: none"><li data-bbox="1469 236 2114 424">• Ensure quarterly updates and detailed annual report to committee outlining, ECO funding value, number of installs and carbon savings Targets: TBC by December 2023, due to partnership working

Responding to Strategies

Corporate Strategy	Corporate Indicators	Target
Corporate Business Intelligence	Service Complaints – responded to within 5 days (Financial Quarter) (Service Performance, pre-Climate Change team inclusion in Q4 2022/23 = 0%)	80% or more responded to within the timescale
	Service Complaints - Investigation – responded to within 20 days (Financial Quarter) (Service Performance, pre-Climate Change team inclusion in Q4 2022/23 = 0%)	80% or more responded to within the time scale
	Service FOI Legislative requirement (20 days) (Financial Quarter) (Service Performance, pre-Climate Change team inclusion in Q4 2022/23 = 82%)	90% or more responded to within the time scale
People Strategy	Service Absence rate (Financial Quarter) (Service Performance, pre-Climate Change team inclusion in Q4 2022/23 = 2.19)	Keep below Highland Council Average
	% of staff ERDs completed (annual)	Annual target is 90% and progress towards this will be reported on a quarterly basis
Sustainable Business Travel Strategy	Reduce Business Travel Mileage <i>Service Performance – due to changing teams in this service, Quarter 4 data is not available</i>	Target to be determined by each service for miles travelled by Grey Fleet & Car Club
	Reduce Carbon Emissions from Business Travel (NEW)	Currently tracked, reduction based on reduction of miles
Digital Strategy	Council’s Digital Maturity reaches Level 5 by 2027	Digital is an integral part of Service Planning and delivery

Service Responsibilities on the Corporate Plan

Strategic Priority Outcome	Commitment	Measures and Actions
Strategic Priority Outcome from the Corporate Plan		
<p>Accessible and Sustainable Highland Homes: Build houses to support communities and economic growth</p>	<p>Provide warm and energy efficient homes</p>	<p>CP3.02 % of Energy Efficient Scotland: Area Based Scheme (EES:ABS) grant funding utilised to support homes with energy efficiency measures, including the insulation improvements - utilise 80% of Scottish Government grant funding for support & improvements</p>
<p>A Sustainable Highland Environment and Global Centre for Renewable Energy: Accelerate our response to the climate and ecological emergency. Make the most of the financial and environmental opportunities arising from the huge renewable energy potential in the Highlands</p>	<p>Promote greener transport including low carbon public transport and the development of hydrogen hubs throughout the area</p>	<p>CP4.02 Green Hydrogen: Joint venture opportunities - prepare paper for Economy & Infrastructure Committee by July 2023 (<i>Request to extend target, due to external partnership work</i>)</p>
	<p>Work with communities to find local solutions and lever funding</p>	<p>CP4.02 Number of low carbon travel & transport schemes:</p> <ul style="list-style-type: none"> • Prepare paper for Capital Board Programme by April 2023; • and Applications for funding - Scotzeb, Pathfinder Project, Scottish Govt. - by May 2023 <p>Actions completed - Performance Indicator to be developed post-funding applications to report total number of schemes</p> <p>CP4.03 Progress live sustainability software to allow measuring of engagement – Implement by June 2023, go live by March 2024</p>

Strategic Priority Outcome	Commitment	Measures and Actions
	Achieve our Net Zero targets	<p>*CP4.07/4.09 Reduce Council carbon emissions tonnes CO2e – 3% reduction annually – review as part of Net Zero Action Plan development (<i>review as part of Net Zero Action Plan development, Climate Change Committee approved annual reduction of 8.5% - Corporate Plan update to be approved</i>)</p> <p>CP4.07/4.09 Reduce energy consumption across Council's estate – target to TBD, as part of Net Zero Action Plan development <i>*Under review, subject to change</i></p> <p>CP4.07 CLIM01 – CO2 emissions area wide per capita – target TBD, awaiting data from Scottish Govt. <i>*Under review, subject to change</i></p> <p>CP4.07 CLIM02 – CO2 emissions area wide: emissions within scope of local authority per capita – target TBD, awaiting data from Scottish Govt. <i>*Under review, subject to change</i></p> <p>CP4.07 Number of Highland Council and public Electric Vehicle Charger Sites – target TBD, linked to findings of the external pathfinder project</p> <p>CP4.07 A fully costed Net Zero Action Plan - prepare by March 2024</p>
	Invest in commercial renewable energy opportunities to generate new income streams for the Council	<p>CP4.08 Identify opportunities deriving income from renewable technologies. A study has been commissioned, the findings of which will be used to identify the actions and targets going forward. Action plan developed by</p>

Strategic Priority Outcome	Commitment	Measures and Actions
		spring 2023, with development sites identified – approved change to ‘ongoing’ as per Corporate Performance paper Sept 2023 – ‘Ongoing’
	Identify and commit to renewable energy investments to reduce the overall energy costs for the Council	CP4.07/4.09 Reduce Council carbon emissions tonnes CO2e. – 3% reduction annually (<i>review as part of Net Zero Action Plan development, Climate Change Committee approved annual reduction of 8.5% - Corporate Plan update to be approved</i>)
		CP4.07/4.09 Reduce energy consumption across Council’s estate – target to TBD, as part of Net Zero Action Plan development
		CP4.09 Undertake a detailed options appraisal of all sites to establish options for energy saving intervention and consumption reduction – Target TBD, linked to Asset Rationalisation Project
		CP4.09 Introduce sustainability software which will provide live data on carbon emissions – Implement by June 2023, go live by March 2024
	Capitalise on our areas of immense natural capital to deliver alternative energy solutions including development of solar, hydrogen, Hydro, and wind solutions	CP4.10 Projects will be identified and implemented each year which assist in reducing the Council’s energy purchased – Due to report from Financial Year 2024/25
		CP4.10 Solar panel installations performance data will be developed by March 2024



Strategic Priority Outcome	Commitment	Measures and Actions
	Promote a “Just Transition” by moving to a more environmentally sustainable economy in a way that’s fair to everyone	CP4.11 Incorporate Just Transition principles into strategic planning/Net Zero strategy - submit paper to Climate Change Committee by May 2023 (Action Complete)
A Resilient and Sustainable Council: Work with partners to address service delivery challenges with a positive approach to change	Grow and retain our own talent within the Council	CP5.01 Improve recording of ERD’s from 34% (as reported in 2022 Employee Survey) to 90% by March 2025
	Actively redesign service delivery in response to constrained budgets to ensure the sustainability of the Council	CP5.04 Delivery of ICT and Digital Implementation Plans to be completed by December 2027.
	Broaden the Council’s income base through taxation and delivering more commercial Value for Money services	CP5.04/5.10 Key Improvement and Transformation Projects will support budget savings and help deliver cashable benefits - 80%+ ‘on target’ every quarter

Risk Register

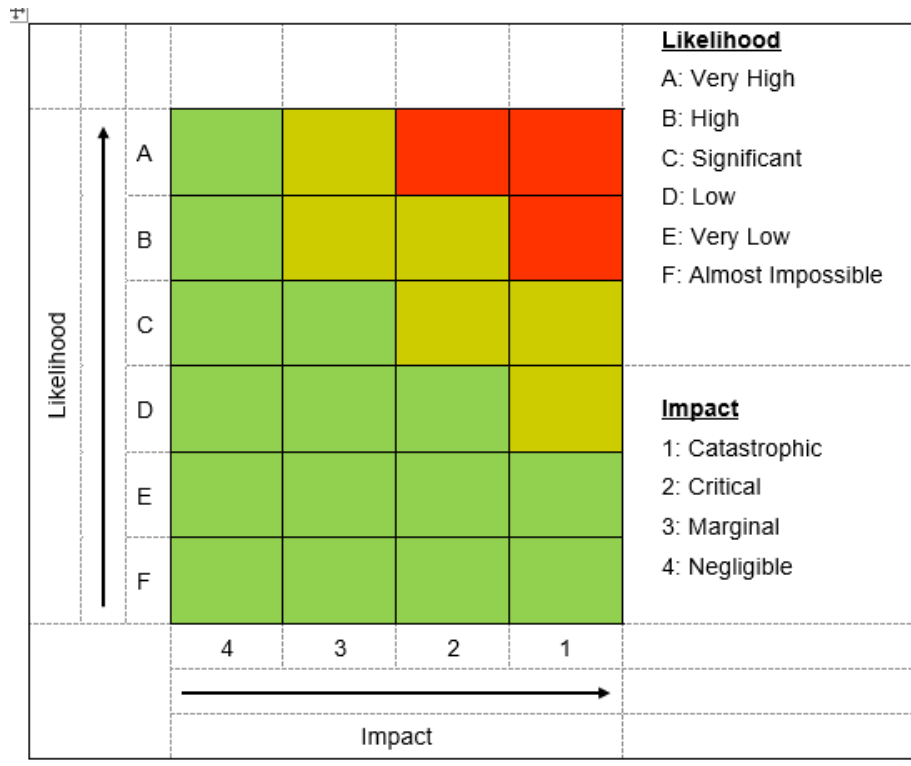
Corporate Risk:

Risk No.	Risk Rating	Risk Name
CR02	B2	Security and Resilience – Cyber Security
CR07	B2	Climate Change and the Ecological Emergency

Service Risk:

Risk No.	Risk Rating	Risk Name
DCE01	B1	Loss of ICT Infrastructure and Services
DCE02	C1	Loss of Data or Data Breach
DCE03	C2	Loss of Capacity/Capability to deliver the ICT service
DCE04	A2	Increase in costs
DCE05	B2	Capability & capacity to manage full portfolio of programme and projects to deliver transformation ambitions
DCE06	A1	Failure to fully implement Net Zero Strategy and Action Plan within desired timescales
DCE07	A1	Delayed/Prolonged delivery of key projects postponing energy saving building improvements, impacting delivery of Net Zero targets
DCE08	C2	Lack of accessible accurate data sources to support a quality data driven approach to achieving strategic goals

The Performance and Risk Management System (PRMS) contains all identified Service risks and any corporate risks that the Service owns and is used to monitor mitigating actions quarterly.



Service Statutory Performance Indicator (SPI) Set

SPI Category	Indicator
Environmental Services	* CP4.07/4.09 Council carbon emissions tonnes CO2e (SPI)
	N/A for ICT & Strategic Improvement Teams

* This is also a Key Performance Indicator (KPI)

Planned Audits, External and Internal Assessments

Title of Assessment	Brief Description	Timeframe
Public Sector Improvement Framework (PSIF) – Internal Self-Assessment	<p>ICT & Strategic Improvement Teams: Project Management post-merger of ICT and Transformation teams, following review of portfolio of programme and projects.</p> <p>Climate Change Team: In discussion to identify priority area for PSIF activity</p>	January – March 2024 November 2023
Internal Audit – Transformation Programme	Recently completed audit to verify intended outcomes of the Transformation Programme were clearly specified and are measurable and review the processes for monitoring and reporting progress with projects to ensure that any issues were identified at an early stage and appropriate mitigating action taken – final report issued with opinion of ‘Substantial Assurance’, details will inform PSIF activity.	Complete Final report – September 2023
Internal Audit – ICT in schools	Review of the use of printing in schools (with an emphasis on minimising costs) and of the distribution and management of Chromebooks.	November 2023
Internal Audit – Climate Change Plans and Implementation	<p>The objectives of the review are to ensure that:</p> <ul style="list-style-type: none"> • There are appropriate planning arrangements in place to ensure that the Council meets its obligations for climate change • These plans translate into measurable actions against which progress can be monitored across all Council operations <p>Relevant internal policies and procedures have been aligned with the Councils climate change plans so that stated outcomes can be delivered</p>	Draft report to be issued – September 2023
External Self-Assessment – SOCITM	Society for Innovation, Technology and Modernisation (SOCITM) benchmarking survey, incorporating annual ICT Satisfaction Survey.	Biennial
PSN – Security Health check – vulnerability scan	Annual ICT Security Health Check undertaken by external accredited security specialist organisation. Identified vulnerabilities are then addressed and actions taken. On completion an ICT Security submission is sent to the Digital Cabinet office (Gov.uk) for	Annually

Title of Assessment	Brief Description	Timeframe
	official accreditation and compliance with Security standards (Public Services Network). In addition, quarterly security Scans are undertaken by Wipro Security practise and issues identified and resolved.	
Digital Maturity Assessment	Tracking progress against digital maturity through Local Government Digital Office.	Biennial
External Audit – Audit Scotland’s programme of work on climate change	In 2022/23, Audit Scotland began gathering information on the council’s arrangements for responding to climate change covering areas such as the development of climate change strategies and the monitoring and reporting of progress against targets for reducing emissions.	Ongoing